

# WORKFORCE BOARDS: AT THE CORE OF AN EFFECTIVE WORKFORCE DEVELOPMENT SYSTEM



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# Topics for Discussion

- I. Building Strong Boards
- II. The Workforce Board Dilemma
- III. Work-based Learning/Life-long Learning
- IV. Income Inequality and the Role of Education or Training in Reducing It
- V. The Changing Structure of Work—Can Workforce Systems Use it to Advantage?
- VI. Outside Forces that Impact Workforce
- VII. Innovate, Manage Well, Focus on Outcomes

# I. WIOA Has Clear Expectations for Business-Sector Board Members

Section 107 (b)(2) COMPOSITION.—Such criteria shall require that, at a minimum—

(A) a majority of the members of each local board shall be representatives of business in the local area, who—

(i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;

(ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and

(iii) are appointed from among individuals nominated by local business organizations and business trade associations;



# At the Core for an Effective Board

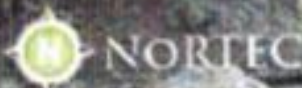
**A PLAN!**

*Not the WIOA Plan*

**A  
STRATEGIC  
PLAN**



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## NoRTEC Workforce Development Board Strategic Plan 2016

### VISION

Partners combining their diverse strengths to support healthy and thriving communities.

### MISSION

To develop strategic partnerships and solutions that meet the workforce needs of businesses and jobseekers, promoting the economic growth of our region.

### GOALS

#### ONE

Increase connections with employers to understand current and emerging business needs and increase awareness of the services that are available to businesses.

#### TWO

Implement career pathway strategies to fulfill the employment needs of the region.

#### THREE

Promote open communication among local and regional workforce partners to create a shared vision and regional strategy.

#### FOUR

Increase awareness of NoRTEC activities, fostering regional awareness and partnerships.



#### GOAL ONE STRATEGIES:

1. Leverage Board members' connections with employers.
2. Convene sector conversations and partnerships in key regional industries, increase the number of employers reached to better understand needs and emerging industries.
3. Identify core services available to businesses throughout the region and retain information in a centralized format.
4. Expand business outreach through a unified regional approach.
5. Promote entrepreneurship and small business development.
6. Educate employers on effective hiring and screening practices, succession planning, navigating the system, etc.
7. Develop and implement a communication strategy and outreach plan.

#### GOAL THREE STRATEGIES:

1. Create a central hub to communicate information about collaborative efforts and results, community happenings, and resources available.
2. Promote county- or region- wide collaboration to leverage resources and explore innovative solutions.
3. Promote common recruitment and talent attraction strategies.
4. Convene meetings with local workforce leaders to maintain momentum and progress on strategic plan implementation and regularly evaluate the relevance of the identified strategies.
  - a. Create annual action plans, identifying resources needed, partner roles and responsibilities, and timelines for completion.
  - b. Share progress regularly.

#### GOAL TWO STRATEGIES:

1. Map career pathways for each identified industry sector.
2. Work with educational partners to incorporate soft skill training into career programs.
3. Educate youth on local opportunities and career pathways through connections with employers for exposure and mentorship.
4. Promote the value of work-based learning to employers and facilitate increased participation.
5. Increase and improve distance learning opportunities and access.
6. Identify the career expectations and desires for each generational group and customize approaches accordingly.

#### GOAL FOUR STRATEGIES:

1. Personally invite local (State and Federal) representatives to attend NORTEC board meetings and communicate about the work of the Board.
2. Increase connections with local economic development organizations for collective advocacy.
3. Regularly collect information about the impact of the workforce system to use when communicating the value of the system, its partners, and services to policy makers.
4. Develop and share a tagline for board members and others to begin using.
5. Contribute to the regional conversations about access to internet, housing, and transportation and how this affects workforce development.

# BOARD ORGANIZATION

WIOA encourages standing committees (which must include non board members):

- ❖ **1-stop system**
- ❖ **Youth services (no youth council mandate)**
- ❖ **Individuals with disabilities**

DOL's regulations emphasize that you must fulfill these functions whether committees are formed or not.

Effective Boards Organize by Goals, not Functions:

- ☐ Have ad hoc **task force** for each goal—add non-board experts to assist in addressing goals
- ☐ Structure committees as best suits your needs
- ☐ Meetings should look forward, not merely a presentation of what has been accomplished
- ☐ Revisit/Revise Strategic Plan and committee structure as needed on annual basis
- ☐ Consider how technology might improve board participation and understanding of issues

***BOARD HAS OVERSIGHT ROLE TO MAKE  
CERTAIN THAT ALL WIOA REQUIRED  
FUNCTIONS ARE FULFILLED***

***THERE ARE 13 ENUMERATED DUTIES***

***SOME ARE STAFF PERFORMED***

***BUT REMAIN BOARD OBLIGATIONS***



# ***Board Roles in WIOA Law***

- 1) DEVELOP A PLAN (OR REGIONAL PLAN) AND SUBMIT TO GOVERNOR**
- 2) WORKFORCE RESEARCH AND REGIONAL LABOR MARKET ANALYSIS**
- 3) CONVENING, BROKERING, LEVERAGING**
- 4) EMPLOYER ENGAGEMENT**
- 5) CAREER PATHWAYS DEVELOPMENT**
- 6) PROVEN AND PROMISING PRACTICES**
- 7) TECHNOLOGY.**
- 8) PROGRAM OVERSIGHT**
- 9) NEGOTIATION OF LOCAL PERFORMANCE ACCOUNTABILITY MEASURES**
- 10) SELECTION OF OPERATORS AND PROVIDERS**
  - 1) SELECTION OF ONE-STOP OPERATORS**
  - 2) SELECTION OF YOUTH PROVIDERS**
  - 3) IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES**
  - 4) IDENTIFICATION OF ELIGIBLE PROVIDERS OF CAREER SERVICES**
  - 5) CONSUMER CHOICE REQUIREMENTS**
- 11) COORDINATION WITH EDUCATION PROVIDERS**
- 12) BUDGET AND ADMINISTRATION**
- 13) ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES**

## II. WDB Dilemma

- Are we seeing a changing vision?
  - Focused more on business workforce needs, regional thinking, economic development?
  - Work-based training strategies replacing classroom training models?
  - Programs focused on disengaged out-of-school youth?
- Priority of Service Favors Those with Barriers
- Which vision/goals motivate workforce professionals (front line, as well as middle and senior management)?

# Challenges of Multiple Goals

- Do integrated one-stops—given the missions of the partners—inevitably focus on those with barriers?
- Do underemployed and low-wage fit into one-stops?
- Do WIOA performance standards undermine certain board goals?
- Does priority of service lead to a “1-stops are for the unemployed, poor and welfare recipients” view by other customers (jobseekers and employers)?
- Does this perception lead to lack of buy-in from \_\_\_\_\_ [*elected officials, business organizations, schools, organized labor, economic development, others*] or do labor shortages lead to greater buy-in?

# III. Work-Based Learning

- Do boards have the capacity to organize key economic sectors? Are sectors supportive? Are affordable solutions to workforce needs likely?
- Can WIOA staff “sell” OJT, organize customized training programs, develop work experience, try-out employment and internships on a significant scale?
- Can one-stops succeed at helping low-wage workers combine their jobs with education and training opportunities? What priority will it get?

## IV. Income Inequality or Income Mobility?

Some (not all) research finds that by several measurements we are actually a less mobile society than many other advanced nations, including Canada, France, Germany and most Scandinavian countries.





# ***2019 Household Income***

Quintile	Income Range	Average Income
Q1	< \$25,555	\$14,420
Q2	\$25,555 to < \$50,000	\$37,887
Q3	\$50,000 to < \$79,526	\$64,316
Q4	\$79,526 to < \$130,000	\$102,819
Q5	\$130,000 or more	\$221,545

# Average Earnings For Workforce System Placements PY 2017 Q3

- Adult 2<sup>nd</sup> Q after exit = \$7,009 (\$28,036)
- 21.2% < \$2,500 and 21.4% \$10,000 or more
- DW 2<sup>nd</sup> Q after exit = \$9,374 (\$37,496)
- 14.4% < \$2,500 and 33% \$10,000 or more
- Youth 3<sup>rd</sup> Q after exit:  
Median earnings of employed = \$3,244 (\$12,976)

**\$7.25/Hr. Full Time = \$15,080**

**\$15/Hr. Full Time = \$31,200**

# Policies That Influence Work and Might Improve Income

- Career ladders and opportunities for workers to improve their skills
- Affordable Child Care
- Adequate Stock of Moderate Rental Housing
- Time and Cost Reasonable Transportation
- Affordable Health Care

# Agree?

An estimated 1 in 4 working adults will hold a low-wage job by 2020. New approaches that focus on opportunities to improve job quality need to be included in today's workforce strategies.

## ***“Good” jobs—***

- stable schedules,
- wages that keep workers and families out of poverty,
- skill development opportunities,
- job flexibility

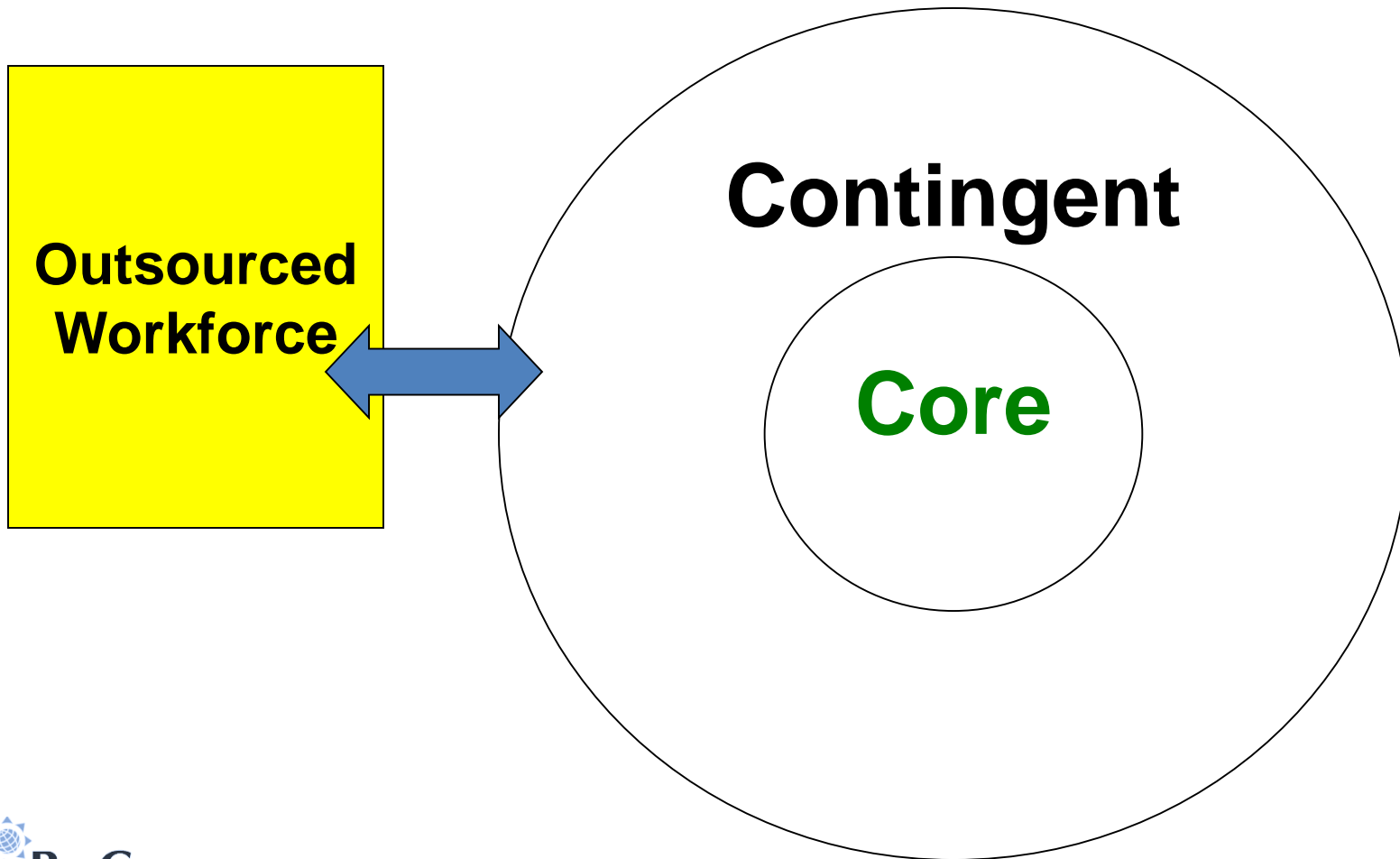
These are increasingly hard to find. ***A singular focus on preparing low-income workers for securing high-quality jobs is not a sustainable field-wide strategy.***

# V. The Changing Structure of Work

- About 7.1 Million Unemployed (Aug. '17)
- 1.7 Million Unemployed 27 Weeks or More
- About 5.3 Million Employed Part Time for “Economic Reasons”
- Almost 2 Million “Marginally Attached” or “Discouraged Workers”
- Conservative Count Gives About 15 Million Potential Customers Even Before Counting Low-wage and other Full Time Workers Looking for a Better Job

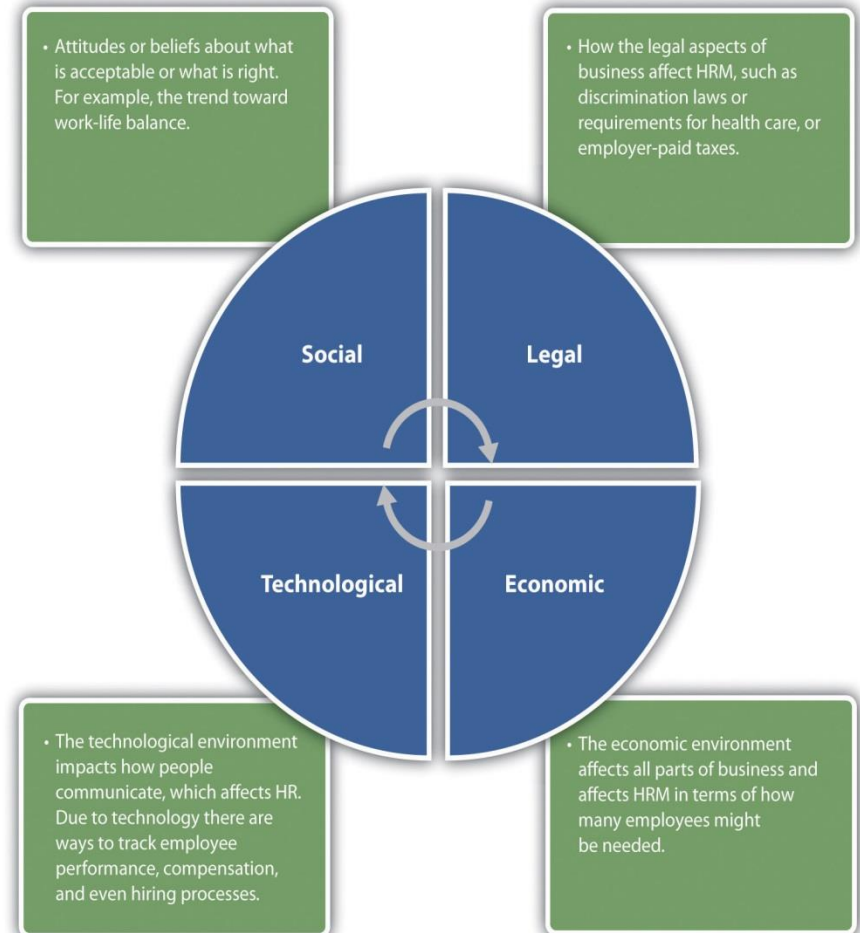


# Corporate Employment Model



# VI. Outside Forces Can Alter the Workplace and Workforce System

- Technology
- Globalization
- Government Policy
  - Wage & Hour Laws
  - UI
  - Workers Compensation
- Transportation
- Housing
- Health Care





***ABOVE ALL ELSE THE BOARD MUST***



**QUESTIONS**

**COMMENTS**

***THANK YOU!***



“Data don’t make any sense,  
we will have to resort to statistics.”